



Overview and Specification

[Publish Date]

The Management of Tennis Courts at Larsens Recreation Ground, Waltham Abbey

Contract Reference: WATC/T0424

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Specification

Part I - Introduction

1. Overview

- 1.1 Waltham Abbey Town Council (the “Council”), is seeking to appoint an operator (the “Operator”) that will promote, develop, and manage tennis provision at Larsens Recreation Ground.
- 1.2 The contract will be for an initial period of 5 years (option to extend)
- 1.3 The anticipated contract commencement date will be 1st May 2024
- 1.4 The tennis provision must reflect the highest quality and delivery standards and a community-focused programme, so that the Operator maximises the potential capacity of the Venues.
- 1.5 This document provides the basis for a Partnership approach to managing this relationship and sets out the basic specification for the Services. This is therefore a key document, and the Operator should use it to direct the development, improvement and operation of the Services.

2. Current facilities and Venue Information

- 2.1 There are a total of 4 tennis courts located at Larsens Recreation Ground
- 2.2 Full details of the venue is included in Appendix 2 of this document.

Tennis Courts Location Plan

- 2.3 Address - Larsens Recreation Ground, Farm Hill Road, Waltham Abbey EN9 1SE. Access to courts via Honey Lane and Farm Hill Road.



2.4 The following table shows the facilities included in the specification:

Item	Details
Fours Tarmac Macadam Tennis Courts (green courts, blue surround) Nets & Posts x 4	Refurbished in 2024
Court Fencing, comprises of perimeter fencing to courts	All existing fencing, apart from one new fence line installed 2024
Gate access system	Installed in 2024 – providing pin code control access to courts (manager pin code and master key provided)
Pedestrian gates within fence line	Existing gates to be padlocked.
Grass area, internal paths and (Clubhouse potential to include as required)	The Club house sits by the tennis courts.

Part 2 – Essential Requirements

1. Introduction

1.1 Through the appointment of an Operator with the necessary experience, skills and commitment in the delivery of relevant quality services, the Council does not expect to be involved in the day-to-day operation of the services or facilities.

1.2 Therefore, the Operator will be required to identify, plan and implement the necessary processes to ensure that they achieve, as a minimum, the following services to the highest possible standards:

2.2: Administration of all activities including court bookings, annual passes, and coaching programme

2.3: Advertising and publicity

2.4: Cleaning and pest control

2.5: Customer service

2.6: Equipment provision

2.7: Financial plan

2.8: Health and safety

2.9: Maintenance (with necessary and appropriate support from the Council)

2.10: Pricing (in accordance with the Council's Fees & Charges approval procedures)

2.11: Programme of activities

2.12: Safeguarding

2.13: Staffing

2. Essential Requirements

2.1 In achieving the functions above, the Operator must, as a minimum, satisfy the Essential Requirements in the following key areas as specified in 2.2 to 2.19

2.2 Administration

2.2.1 The Operator is responsible for undertaking all administrative activities in relation to the management and operation of the services.

The Operator must maintain all appropriate licenses and permissions in relation to the management and operation of the tennis courts in accordance with LTA Venue Registration and Safeguarding Standards. This includes LTA Venue Registration, LTA Coach Accreditation and DBS checks as appropriate.

2.2.2 The Operator must develop and implement appropriate policies and procedures to manage the booking, admission and payment for activities in relation to the tennis courts. These policies and procedures and any subsequent changes to them must be agreed in advance with the Council.

2.2.3 The Operator will ensure that all bookings, annual passes, and activities including coaching programmes are available to book, with bookings completed via the LTA website using the ClubSpark platform.

The Operator will ensure that the facilities are accessible to users during the park opening hours, seven days a week and throughout the year. Any proposed closures must be approved in advance by the Council.

All refunds or credits on account of bad weather or any other reason will be actioned by the Operator. The Operator should include their policy on cancellations due to bad weather on the booking system.

- 2.2.4 The Operator must capture and provide the following participation information as per the Performance Management section of this document:

Court Bookings

- Number of unique court bookers
- Number of court hours booked for the venue
- Court hours booked by pay and play users vs annual pass holders

Coaching Programme

- Number of adult and junior attendees

Income

- Total income per month, to include a breakdown of:
 - Annual pass income
 - Court booking income
 - Coaching income

- 2.2.5 The Operator must maintain full, accurate and up-to-date records of the financial and operational performance of the Services.

- 2.2.6 The Operator must maintain all appropriate licenses and permissions in relation to the management and operation of the tennis courts in accordance with LTA Venue Registration and Safeguarding Standards. This includes LTA Venue Registration, LTA Coach Accreditation and DBS checks as appropriate.

- 2.2.7 All sites are to be managed solely for tennis usage. Use for any other activity must be approved in advance by the Council.

- 2.2.8 The Operator must provide their GDPR and/or Privacy policy and method statement about managing customer data.

2.3 Advertising and Publicity

- 2.3.1 The Operator is responsible for all marketing and promotion of the tennis facilities.

- 2.3.2 The Operator's Marketing Plan will ensure that users and potential users are made aware (through a wide range of promotional channels including the Council's website, and social medial, banners/signage on tennis courts and parks noticeboards) of the range of services being offered and are encouraged to use and re-use the facilities and services.

- 2.3.3 The Operator will ensure that the Council's name and logo appears with equal recognition on all signage, promotional mediums including websites and published material, except in cases where it has been produced and provided by the LTA in relation to marketing tennis.

- 2.3.4 The Operator will ensure that there is information available online and on site which provides details of the opening hours of the facilities, services, activities and prices. The Operator will ensure that this information is up to date, accurate and clearly presented and easy to follow at all times.

- 2.3.5 The Operator will ensure that where appropriate this information is made available to appropriate local clubs and community organisations. The Operator will co-operate in the distribution of various Council sponsored promotional material.
- 2.3.6 The Operator will ensure that all standards laid down by the Advertising Standards Council and Trading Standards Board are adhered to at all times and that publicity conforms to all relevant Legislation, including the Equality Act 2010.
- 2.3.7 The Operator will ensure that no publicity material likely to cause offence or mislead the public or cause embarrassment to the Council is used. The Council retains the absolute right to veto any advertising or promotional material, which is likely to breach this condition, and the Operator will remove such material immediately. The Council accepts no responsibility for any loss incurred as a consequence of the removal of such material.
- 2.3.8 The Council reserves the right to make use of appropriate space within the facilities, free of charge, for promotional and publicity material as determined by the Council.
- 2.3.9 The Operator will, from time to time, be expected to support both community engagement events in parks and any leisure activities being run by the Council either through cross-promotion or as a presence at an event
- 2.3.10 The Operator may seek sponsorship for events and activities but will obtain permission in writing from the Council in advance of any negotiations with the potential sponsors.
- 2.3.11 The Operator will be responsible for, and will bear the costs associated with, the design and production of marketing and publicity material and all actions required to be taken by the Operator to comply with the requirements in this paragraph (2.3).

2.4 Cleaning and Pest Control

- 2.4.1 The Operator will ensure that the facilities are consistently clean and hygienic to a high standard so as to provide a healthy, safe and pleasant environment for users at all times.
- 2.4.2 The Operator will ensure that facilities are at all times free of all pests and that any pests discovered are not only reported to the Council but also dealt with in such a manner as to minimise:
- the risk to public health
 - any nuisance to users
- 2.4.3 The Operator must ensure that safe, efficient, and humane methods and procedures for catching, destroying and safely disposing of any pests are adopted.
- 2.4.4 The Operator must ensure that accurate records of surveys and treatments used (including materials used) for the removal and eradication of pests must be compiled and maintained.

2.5 Customer Service

- 2.5.1 The Services will be managed with a customer-focused ethos, producing consistently high levels of user satisfaction.
- 2.5.2 The Operator is responsible for undertaking all customer service activities in relation to the delivery of the Services.
- 2.5.3 The Operator will conduct customer satisfaction surveys on a regular basis in accordance with the reasonable requirements of the Council and in line with LTA Venue Registration safeguarding standards.
- 2.5.4 The Operator will take any corrective action as is deemed necessary as a result of the response to customer satisfaction surveys.
- 2.5.5 The Operator must attend relevant user and stakeholder meetings as reasonably requested by the Council.

2.6 Equipment

- 2.6.1 The Operator must ensure that sufficient equipment, materials, supplies, furniture, fixtures and fittings are available, and of a suitable standard at all times, for the provision of all likely activities undertaken at the facilities.
- 2.6.2 The Operator must ensure that all equipment, including signage, is retained, repaired, and replaced as necessary, unless the Council has given prior written approval for the disposal of such equipment.
- 2.6.3 The Operator must ensure that all equipment is subject to a comprehensive and effective regime of inspection, testing, maintenance, repair and replacement throughout the term of the contract.

2.7 Financial plan

- 2.7.1 All revenues generated from the project are to be collected by the Operator (e.g. annual passes and pay and play sales, and coaching/event sales).
- 2.7.2 The Operator shall cover operational costs, including LTA venue registration fees, court surface maintenance costs and gate maintenance contract fees (held with CIA Fire & Security).
- 2.7.3 The Operator shall pay to the Council an annual rental fee of £4,800. This is the LTA recommendation for sinking fund contributions, which is calculated based on £1,200 per court per year unlit courts, and £1,800 per court per year for floodlit courts). In addition, the operator shall pay a minimum 10% of the total income to Waltham Abbey Town Council (offer % to be provided in tender documents). There is a small clubhouse adjacent to the tennis courts that is on offer to be used by an operator. Works would be required for this to be operational for the operator to use as required. Interest in this clubhouse facility would be negotiated with the Council.
- 2.7.4 Rent increases annually based on CPI, using the previously published October-Dec rates. Rent will also increase should any additional venues be added to the operating agreement in future.
- 2.7.5 The Council will hold the sinking fund in reserves for general maintenance and refurbishment of the venues as per the responsibilities outlined in appendix 1.

2.8 Health & Safety

- 2.8.1 The Operator will ensure that the services conform to the highest possible standards of health and safety and comply with all relevant legislation so as to ensure the safety and security of staff, users and other visitors.
- 2.8.2 The Operator must produce, maintain, and comply with a health and safety policy and well-ordered working procedures manual.
- 2.8.3 As a minimum, the Health and Safety Policy and procedures must specifically address the following issues (it should be noted that this is not an exhaustive list):
- Establishment and implementation of safe systems of work, including, where necessary, implementation of contractors' 'Permit to Work' systems
 - Production, management and review of risk assessments
 - To provide and make a record of regular inspection of each site
 - Safety of any electrical equipment and systems
 - Control of substances hazardous to health
 - Provision and management of first aid services
 - Training of staff

- Management and reporting of accidents and incidents
 - Management of subcontractors and other third parties undertaking activities in accordance with Venue regulations and in agreement with the Council, and
 - Provision of safe access to all sites
- 2.8.4 The Operator will not exceed the maximum occupancy numbers recommended by Sport England for any activity area.
- 2.8.5 The Operator will conduct annual risk assessments for the facilities, to be made available for the Council to review upon request. The Operator will revise them as a minimum:
- If there is an accident or incident where a change is required to prevent a recurrence
 - If a new task (for staff) or activity (for members of the public) is introduced where a new risk assessment is required before commencement
 - Before and after a new item of equipment is purchased (excluding identical replacement items); or
 - If a change to the venue is planned where new or revised arrangements for its safe use will be needed
- 2.8.6 The Operator will maintain comprehensive records of:
- All accidents and incidents involving staff or members of the public
 - Evacuations and incidents occurring at the facilities; and
 - Records of reports made in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR)
- 2.8.7 The Operator will ensure that any RIDDOR reportable incident is reported to the Council within an hour of its occurrence with a full incident and a copy of the RIDDOR report provided within 24 hours. The Operator will ensure that these records include details of any relevant actions taken/to be taken and will be available to the Council at any time.
- 2.8.8 The Operator will enforce Legislation relating to health and safety and the councils park rules, with specific reference to:
- No Smoking is allowed on the courts and facilities
 - No person is allowed to enter the facility who:
 - is under the influence of alcohol or drugs
 - is considered to be a risk to themselves or others
 - No inappropriate footwear likely to cause damage to court surfaces is allowed
 - No animals or pets are allowed within the facilities except for guide dogs for the blind and recognised assistance dogs
- 2.8.9 The Operator will include health and safety training in the new staff induction programme and maintain a record of all health and safety training undertaken by staff.
- 2.8.10 **Emergency Contact Details:** The Operator must ensure that an emergency contact number is clearly displayed on the facilities at all sites. The emergency contact number must be staffed during all hours of operation in order to deal with any accidents or incidents on site.
- 2.9 Maintenance**
- 2.9.1 The Operator will ensure that the Users are informed as soon as practicable of any necessary work to the courts which in the reasonable opinion of the Operator needs to be carried out during operational hours.

- 2.9.2 The maintenance services apply to all the tennis courts identified on the site location plan in Appendix 2 of this document and responsibility is as set out in the classification of maintenance schedule in Appendix 1 of this document.
- 2.9.3 An assessment of the condition of the tennis courts will be produced jointly between both parties prior to the commencement of the Agreement.
- 2.9.4 The Operator will agree with the Council a schedule of programmed maintenance, to be delivered in accordance with the responsibilities set out in Appendix 1. As a minimum, this schedule should include:
- Making repairs to (and replacing and/or renewing, as necessary) courts and nets
 - Regular sweeping or vacuuming of leaves and other debris from the surface
 - Jet-wash and moss kill
 - Court re-painting and/or re-surfacing, to maintain a high quality playing surface and in accordance with the terms of the LTA funding agreement
 - Maintenance of gate access systems
 - Arrangements for reactive and emergency maintenance
 - Programme of inspection and testing
 - Details of all service contracts and specialist subcontractors
 - Maintenance and updating of all appropriate manuals, plans, documents, and records
- 2.9.5 The maintenance schedule should ensure that:
- The playing surface is kept clean to preserve its playing characteristics
 - Free drainage of surface water is maintained throughout the life of the court
 - The court looks attractive & well cared-for at all times and achieves a reasonable life span
 - The court is kept to a standard that tennis can be played at all times
 - LTA Booking signage and operator own signage is kept in good condition at all times
- 2.9.6 The Operator will report any concerns relating to the structural integrity of the tennis courts (for which the Council is responsible) to the Council at the earliest opportunity so that
- 2.9.7 necessary remedial works can be programmed.
The Operator will make available courts at each site throughout the term of their contract to the Council for any major works such as resurfacing. Such works may take place during the tennis season.
- 2.9.8 The Operator will plan repairs and modifications in consultation with the Council.
- 2.10 Pricing**
- 2.10.1 The Operator will submit proposals for pricing to the Council annually for consideration; these will be subject to approval by the Council at its sole discretion for implementation.
- 2.10.2 The Operator's Pricing Strategy will promote the principles of equality of access and sustainability while meeting the agreed participation targets and performance standards.
- 2.10.3 Usage and attendance by all sections of the wider and local community will be encouraged including providing some subsidised and free court time to those who may not be able to otherwise afford to pay for a court booking.
The Pricing Strategy must be agreed by the council on a yearly basis. Operators are to include proposed pricing for an individual season ticket and for a family season ticket, thus giving multiple opportunities for people to play each week at a fixed rate. Any strategy needs to be commensurate with RPIx and applied annually to limit large increases and in November to aid the council's budget setting process.

2.11 Programme of activities

2.11.1 The Operator is responsible for delivering a comprehensive tennis programme over the term of this agreement. As a minimum this must include:

- A wide ranging and diverse programme of activities targeted at encouraging greater levels of community participation across all sections of the community, with a specific focus on youth, women, 50+ people with disabilities, and underrepresented BAME & LSE groups
- A weekly free organised tennis session which must be at Saturday or Sunday 10am-11am utilising the LTA Free Park Tennis programme
- At least 2 free open day (associated with LTA Big Tennis Weekends) events per year at the park courts , to attract new customers and raise awareness of the venues and services.
- Help set up a LTA Local Tennis League and promote to customers to provide recreational competition opportunities across the town and surrounding area.
- A communications and marketing plan which keeps users and potential users informed of the varied programme offer

2.11.2

2.11.3 At the reasonable request of the Council from time to time, the Operator will coordinate tennis activities to take place in conjunction with other events in the parks.

2.11.4 The Operator shall effectively support LTA initiatives where appropriate, specifically Free Park Tennis, Big Tennis Weekends, Local Tennis Leagues, LTA Youth, Walking Tennis, Cardio Tennis and other national products and/or campaigns.

2.11.5 The Operator will develop a pathway to support customers from casual activity into organised sessions, coaching and competition.

2.11.6 The Operator and the Council will work together to ensure that the Programme of Use reflects the changing needs of the users. The programme should evolve with the changing needs and aspirations of users and the Operator must therefore work to identify new opportunities and discuss these with the Council.

2.11.7 The Operator must ensure that the activities at the facilities are appropriately balanced and that any activity charges are at a level to be accessible to a wide section of the community.

2.11.8 The Operator may programme specialist events of their own to contribute to the achievement of tennis development objectives These events should be carefully planned in advance and in partnership with the Council.

2.12 Safeguarding

2.12.1 The Operator must register all venues with the LTA on an annual basis, thereby adhering to all LTA Safeguarding Standards.

2.12.2 In order to ensure the suitability of its staff, the Operator is required to carry out DBS and all other reasonable checks to verify the suitability for employment in an environment where individuals will have responsibility for working with children and vulnerable people. The Operator will comply with the most up to date legislation and records will be kept on the personnel file of all members of staff who have undergone such checks.

2.12.3 The Operator will ensure that managerial staff have appropriate knowledge of child protection as per LTA Safeguarding standards for venues and are trained in relevant procedures and reporting channels.

2.12.4 In the provision of the services, the Operator's staff will have contact with vulnerable groups, including children. In order to ensure the safety and wellbeing of these groups and of all users, the Operator is required to take all reasonable steps to ensure that all staff employed are of good character and suitable to be employed in this type of work

2.12.5 The Operator must have policies on Safeguarding for Children and Vulnerable Adults, which shall be supplied to the Council during contract mobilisation and at any time on request by an officer of the Council.

2.13 Staffing

2.13.1 The Operator is responsible for the management and delivery of all coaching, both group and individual.

2.13.2 The Operator must at all times employ sufficient qualified, trained and experienced staff for the proper operation of the facilities and services. At all times staff must be professional, polite, pleasant, courteous and responsive to users and be smart in appearance. The Operator will be responsible for ensuring that staff comply with relevant health and safety policies and procedures at all times.

2.13.3 The Operator will ensure that all tennis coaches used by them to deliver the services:

- are LTA accredited at all times
- are qualified in accordance with the LTA Accreditation guidelines

2.13.3 The Operator must promote volunteering opportunities to local residents, including but not limited to Free Park Tennis Activator roles.

2.13.5 Any changes to the staffing structure following contract commencement must be proposed to and agreed by the Council.

2.13.6 The Operator will ensure compliance in respect of all persons employed or seeking employment with the provisions of all employment legislation including equal opportunities.

2.13.7 The Operator will be entirely responsible for the employment and conditions of service of its employees and will implement a scheme for the continued assessment and development of staff. The Operator will therefore ensure that, through individual staff training plans, where applicable to each role, staff undertake regular training (including refresher and advanced courses) to achieve qualifications relevant to their role. The Operator will ensure that this is appraised annually and that detailed training records for all members of staff are maintained.

2.13.8 The Operator must show its policy on recruitment, deployment, assessment, training, supervision and management of all staff and volunteers involved in delivering the programme.

2.13.9 The Operator will not be permitted to sub-contract any of the facilities or services without the prior written approval of the Council.

Part III – Performance Management

1. Aims

- 1.1 To create a comprehensive tennis offering in the venues through delivering the services, growing participation by seeking to include all demographics of the local community.
- 1.2 To operate the venues in a sustainable manner so that they remain well-maintained for future generations of the local community to enjoy.

2. Reporting and monitoring

- 2.1 The Operator will continuously monitor performance of the facilities and services and will provide the Council with any information it should be aware of or requests.
- 2.2 The Operator will attend quarterly review meetings with the Council and the LTA to report on performance and confirm plans for developing the programme.
- 2.3 At the quarterly review meetings, the Operator will provide a report including but not limited to information on the following:
 - Income and expenditure
 - Court bookings
 - Annual passes
 - Coaching programme
 - Events
 - Marketing & promotion
 - Customer feedback
 - Details of any accidents or incidents
 - Maintenance
 - Update on any staffing issues, vacancies etc.
 - Safeguarding

Appendices

Appendix 1 - Maintenance Responsibility

Item	Type	Responsibility
Tennis court surfaces	Replacement	Local Authority
	Repair	Local Authority
	Maintenance (including cleaning, leaf and litter clearance)	Operator
	Moss clearance	Operator
Fences	Replacement	Local Authority
	Repair	Operator
	Maintenance	Operator
Posts, sockets, nets and anchorage points	Replacement	Operator
	Repair	Operator
	Maintenance	Operator
Gate access system including any chains, padlocks and other devices for securing gates.	Replacement	Operator
	Repair	Operator
	Maintenance	Operator
Accessible drainage inside the area demised within the tennis courts	Replacement	Local Authority
	Repair	Local Authority
	Maintenance	Local Authority
Waste products, refuse containers, etc. within the tennis courts	Replacement	Local Authority
	Repair	Local Authority
	Maintenance / Emptying	Local Authority
Signage	Replacement	Operator
	Repair	Operator
	Maintenance	Operator
Grass Area, internal paths and Clubhouse ????????	Replacement	Local Authority
	Repair	Local Authority
	Maintenance	Operator

Hard standings, steps, footpaths, ramps and paving leading to and within the tennis courts	Replacement	Local Authority
	Repair	Local Authority
	Maintenance	Local Authority

Appendix 2 – Venue information

Venue Name: Larsens Recreation Ground

Venue address

Larsens Recreation Ground, Farm Hill Road, Waltham Abbey EN9 1SE

What three words: ///extra.cable.cheese

The tennis courts can be viewed at all times as the park is open to the public. The courts are currently locked and will begin refurbishment works in March 2024, anticipated to be finished by May 2024.



- 4 Porous Macadam Courts - (refurbished in April 2024)

Other facilities in the park

- A clubhouse facility is available as an additional option for operators to submit a proposal.